

**AIR FORCE
SENIOR NONCOMMISSIONED OFFICER ACADEMY (AFSNCOA)
EFFECTIVE MAY 1999**

MISSION STATEMENT

Mission. The Air Force Senior NCO Academy's mission is to expand the leadership capabilities of senior enlisted leaders and reinforce a commitment to the profession of arms through a dedicated and professional team.

The Air Force Senior Noncommissioned Officer Academy conducts six classes annually at Air University's Maxwell AFB Base, Gunter Annex, AL. Each class is 30 academic days and has approximately 300 students. The curriculum contains 240 hours of application level lessons. Classes are composed of senior noncommissioned officers from the Air Force, Air Force Reserve, Air National Guard and sister services. International students occasionally attend the course.

Leadership and Management Track (105 hours)

This area of the curriculum is the largest portion of scheduled time for the students. The area is divided into three application level modules which focus on broad principles based upon all educational objectives from each lesson. The students discuss the lesson objectives not only as separate educational objectives, but also as applied to simulated situations. The case study is used after the last lesson and before the formative exercise to tie the lessons in the module together. Testing is organized into three closely tied modules as opposed to one comprehensive test. This helps minimize the students' stress levels allowing them to benefit from and absorb each others' experiences and retain understanding and appreciation for the education.

Behavior Analysis (46 hours): The objective of this group of lessons is to apply behavior analysis principles in simulated leadership situations.

<u>Leadership and Management Interpretive Exercise Pre-Test:</u> Diagnostic testing of selected SNCOA leadership and management lesson objectives.	2 hours
<u>Academic Conferences:</u> Instructor/Student conferences give feedback to students on diagnostic exercises, strengths and improvement areas.	6 hours
(IB00) <u>In-Basket Exercise:</u> Diagnostic exercise evaluating student organizational, communication and relational skills.	4 hours
(BAM1) <u>Team Building:</u> Apply effective team building techniques to enhance goal accomplishment.	3 hours
(BAM2) <u>Personal Profile System:</u> Apply the principles of the Personal Profile System to enhance the SNCO's ability to create an effective motivational environment.	5 hours

(BAM3) <u>Stress and Senior Enlisted Leaders:</u> Apply effective stress management principles in simulated situations.	4 hours
(BAM4) <u>Values:</u> Apply values principles in simulated situations.	4 hours
(BAM5) <u>Diversity in the Workplace:</u> Apply diversity management techniques in simulated situations	5 hours
(BAM6) <u>Organizational Norms:</u> Apply positive organizational norms to increase mission effectiveness.	3 hours
(BAM7) <u>Suicide Awareness:</u> Attend a presentation on Mental Health and Suicide Education in the Air Force.	1 hour
(BAM00) <u>Behavior Analysis Case Study:</u>	3 hours
<u>Formative Interpretive Exercise and Feedback:</u>	3 hours
<u>Summative Interpretive Module Examination</u>	3 hours

Human Resource Development (29 hours): The module objective is: Apply Human Resource Development principles in simulated leadership situations.

(HRD1) <u>Situational Leadership:</u> Apply situational leadership principles to improve subordinate readiness levels	4 hours
(HRD2) <u>Power:</u> Apply that the effective use of power increases a leader's potential to create a quality environment.	2 hours
(HRD3) <u>Contemporary Motivation:</u> Apply contemporary motivation techniques in simulated situations.	3 hours
(HRD4) <u>Transactional Analysis:</u> Apply transactional analysis techniques in simulated situations.	3 hours
(HRD5) <u>Performance Counseling:</u> Apply performance counseling techniques in simulated situations.	6 hours
(HRD6) <u>Substance Abuse:</u> Attend a briefing given by the Mental Health Clinic on the USAF ADAPT program	1 hour
(HRD7) <u>Equal Opportunity and Treatment:</u> Attend a briefing given by Social Actions	1 hour
(HRD00) <u>Human Resource Development Case Study:</u>	3 hours
<u>Formative Interpretive Exercise and Feedback:</u>	3 hours
<u>Summative Interpretive Module Examination</u>	3 hours

Organizational Management (30 hours) The module objective is to apply effective organizational management principles to simulated problems in organizations.

(OMM1) <u>Decision Analysis</u> : Apply decision analysis techniques in simulated situations.	3 hours
(OMM2) <u>Organizational Design</u> : Apply appropriate organizational design principles in simulated situations.	2 hours
(OMM3) <u>Managing Organizational Change</u> : Apply change management principles in simulated situations.	3 hours
(OMM4) <u>Managing Organizational Conflict</u> : Apply organizational conflict management principles in simulated situations.	3 hours
(OMM5) <u>Step-By-Step Problem Solving</u> : Apply an effective problem solving model in simulated situations.	6 hours
(OMM6) <u>Project Management</u> : Apply appropriate project management techniques in simulated situations	4 hours
(OMM00) <u>Organizational Management Case Study</u> :	3 hours
<u>Formative Interpretive Exercise and Feedback</u> :	3 hours
<u>Summative Interpretive Module Examination</u>	3 hours

Communication Skills Track (38 hours):

Whether written or spoken, communication is vital for leaders today. This module begins by surveying student abilities and then exposing them to developmental lessons on needed skills. Students are evaluated on their ability to write and speak effectively on various selected topics.

(CS1) <u>Communication Skills Projects</u>: Receive guidance in the form of lecture and discussion on the communication skills exercises.	2 hour
(CS1, Part B&C) <u>First Communication Skills Project</u>: Formative speaking exercise & writing feedback	4 hours
(CS1, Part D&E) <u>Second Communication Skills Project</u>: Summative Group speaking evaluation	4 hours
(CS1, Part F) <u>Third Communication Skills Project</u>: Summative Individual speaking evaluation	4 hours
(CS2) <u>Reading Diagnostic</u>: Complete the Nelson-Denny Reading (rate/vocabulary/comprehension diagnostic) test.	1 hour
(CS3) <u>Writing Diagnostic</u>: Using any two topics and the principles of effective writing, write a two-paragraph essay which explains a relationship between the two topics.	3 hours
(CS4) <u>Studying To Learn</u>: Understand basic study skills and preparation for SNCOA lessons.	2 hours
(CS5) <u>Speaking Diagnostic</u>: Using a talking paper and a time window from 3-5 minutes, present an extemporaneous briefing on your organizational duties and responsibilities.	2 hours
(CS6) <u>Effective Speaking</u>: Apply techniques that lead to effective spoken communication.	2 hours
(CS7) <u>Research Technologies</u>: Be aware of the material and support available from the Air University Library System to support AFSNCOA assignments.	1 hour
(CS9) <u>Support Material for Communication</u>: Comprehend the effective use of support material improves the communication process.	1 hour
(CS10) <u>Principles of Communication</u>: Comprehend planning and organizing are essential to effective communication.	4 hours
(CS11) <u>Communication Skills Diagnostic Feedback</u>: Provides time for the instructor to provide feedback to the student on the communication skills diagnostic exercises.	1 hour
(CS15) <u>Editing Exercise</u>: Students edit and provide feedback on a paper written by another classmate	2 hours
(CS16) <u>Independent Research</u>: Provides time in the academic schedule for students to visit the AFSNCOA or AU Library Facilities	5 hours

Profession of Arms Track (70 hours):

Student attention is focused on global factors that affect national security policies and the military forces available to support or attempt to defend those policies. Student roles in the military establishment are also addressed here. This division looks at these unique aspects of the profession of arms; World Situations, Joint and Total Force Operations and Viewpoints and Air Force Enlisted Heritage. The Wellness area includes health, nutrition, and physical fitness activities showing the importance of leading by example and better managing their lives through a comprehensive health and fitness program.

(PA01) <u>Profession of Arms Program Overview</u> : Preview all Profession of Arms lessons.	1 hour
(PAW1) <u>US Foreign Policy</u> : Value examination of US interests in the international environment which affect the development of US foreign policy.	2 hours
(PAW2) <u>Changing World Events</u> : Value acquiring current information about the changes in world political, economic, and military systems.	2 hours
(PAW3) <u>US Military Strategy</u> : Value the role that US military strategy plays in the overall scheme of the military profession of arms.	1 hour
(PAW4) <u>Air Force Doctrine</u> : Value the relationship of the senior enlisted leader to Air Force Doctrine in the overall application of military power.	2 hours
(PAW5) <u>Environmental Issues</u> : Value the importance of protecting the environment	1 hour
(PAW6) <u>Force Protection</u> : Value the purpose and necessity of a Force Protection Program	1 hour
(PAW7) <u>21st Century Air Force</u> : Value the importance of our Air Force for the 21 st Century and beyond	1 hour
(PAJ1) <u>Air National Guard</u> : Value the contributions the Air National Guard make to the military profession of arms.	1 hour
(PAJ2) <u>Air Force Reserve</u> : Value the contributions the Air Force Reserve make to the military profession of arms.	1 hour
(PAJ3) <u>US Navy</u> : Value the contributions made by the US Navy to the Military Profession of arms.	1 hour
(PAJ4) <u>US Marine Corps</u> : Value the contributions made by the US Marine Corps to the military profession of arms.	1 hour
(PAJ5) <u>US Army</u> : Value the contribution the US Army makes to the military profession of arms.	1 hour
(PAJ6) <u>Special Operations</u> : Value the contributions Special Operations make to the national defense and to the profession of arms	2 hours
(PAJ7) <u>Space Operations</u> : Value the opportunity to become aware of space operations and programs as they relate to military use.	2 hours
(PAJ8) <u>Coast Guard</u> : Value the contributions made by the Coast Guard to the military profession of arms.	1 hour

(PAV1) <u>General Officer's Perspective on Leadership</u>: Value the perspective a general officer presents on the role that leaders play in today's military.	1 hour
(PAV2) <u>A View from the CMSAF</u>: Value the unique perspective that the CMSAF shares with us.	2 hours
(PAV3) <u>Self-Discipline: A Matter of Necessity</u>: Value that self-discipline is an essential element of military professionalism.	2 hours
(PAV4) <u>POW Perspective</u>: Value the difficult living conditions of life as a POW.	2 hours
(PAV5) <u>Former CMSAF Panel</u>: Value the historical perspective that only the former Chief Master Sergeants of the Air Force can offer.	2 hours
(PAV6) <u>CGO/SNCO Exchange</u>: Participate in an interchange with company grade officers to discuss problems and perceptions of their respective leadership roles in today's military environment.	4 hours
(PAV7) <u>Air Force Enlisted Issues</u>: Value an examination of personnel issues which impact management of the work center.	2 hours
(PAV8) <u>Information Operations</u>: Value the role of Information Warfare in today's Air Force.	1 hour
(PAV9) <u>Military Ethics</u>: Value the relationship ethics plays in Quality Leadership.	1 hour
(PAV10) <u>Legislative Issues</u>: Value the importance of staying abreast of current legislative topics	2 hours
(PAV11) <u>MAJCOM CCM Panel</u>: Value the unique perspective of a Major Air Command Command Chief Master Sergeant	2 hours
(PAV12) <u>Tuskegee Airmen</u>: Value the unique perspective of Tuskegee Airmen.	2 hours
(PAH1) <u>Retreat</u>: Value the underlying reasons we participate in ceremonial and traditional military activities.	2 hours
(PAH2) <u>Enlisted Heritage Research Institute</u>: Value the historical significance of enlisted contributions to air and space power	1 hour
(PAF1) <u>Wellness Overview</u>: Receive a briefing on and demonstration on the four different areas of physical fitness (aerobics, run/walk, weight-training, and circuit training).	1 hour
(PAF1) <u>Nutrition</u>: Comprehend that health, nutrition, and fitness increase a persons leadership abilities.	2 hours
(PAF1) <u>Physical Conditioning</u>: Participate in different areas of physical activity to develop a well rounded physical fitness plan (Aerobics, run/walk, volleyball, weight training, and circuit training). (Note: One of these is temporary from the technology fam lesson.)	16 hours
(PAF1) <u>Field Day</u>: Participate in Team activities to enhance fitness and team building.	4 hours

Collateral Curriculum (27 hours)

These hours are required to conduct student administrative actions such as orientations, safety briefings, introductions, technology training and security requirements. Additionally, the school is given time (Commandant's Options Hours) to take advantage of speakers of opportunity or other current events or special interest items.

Orientation: Students are briefed on AU, CEPME and AFSNCOA requirements. 6 hours

Welcome Ceremony: Officials from AU, CEPME and the local community welcome students to the AFSNCOA. 1 hour

Student CCM Conferences: Students attend a meeting with their MAJCOM CCM. 2 hours

Commandant's Option Hours: Speakers selected to augment the core curriculum. (Note: one of these is temporary from the technology fam lesson.) 10 hours

Administrative Time: This time comprises Awards presentations, End of Course Surveys, and preparation for the Graduation Banquet. 7 hours

Technology Familiarization: Students are given demonstrations on how to operate the various AFSNCOA computers, LAN and audio-visual equipment. (NOTE: This lesson is normally 3 hours to prepare students to accomplish computer testing, access to computerized student guides, schedule, the LAN, etc. However, until computer testing is resumed and other lesson material is posted on the LAN, this lesson is temporarily reduced to 1 hour. The 2 missing hours have been moved with 1 going to commandant's option hours and 1 going to wellness.) 1 hours